

# Burnt Fingers & Lessons Learned

(Lessons Still Being Reviewed or sometimes Re-learned)

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# 3 Comment Areas

- Listening to the Voice of the Customer
- Prioritization & Opportunity Selection
- Program Management as a Discipline

# Voice of the Customer

- Distinction: Prescriptive Specifications versus Performance Specifications
- Helpful Tool(s)
  - Reference: HBR On-Point 858X; 2002; Anthony W. Ulwick (Strategyn)
  - House of Quality (or QFD – Quality Function Deployment)

# Prioritization/Project Selection; Portfolio Management

- Key Tools
  - Prioritization Matrix
  - Pugh Matrix
- “The secret to eliminating stovepipe problems is common goals; it’s really a strategy deployment issue.”

# Prioritization Matrix - Project Selection

Project Selection			1st Screening Criteria				
Project #	Project Candidates	Sponsor or Spokesperson	A. Objective Plan (20%) B. Customer Complaint (33%) C. Negative Cost Impact (17%) D. Risk (30%) Total Score				
			A	B	C	D	Total Score
1	A	Joe	9	9	9	1	660
2	B	Mary	9	9	9	1	660
3	C	Sally	9	9	9	1	660
4	D	etc	9	9	9	1	660
5	E		3	9	9	1	540
6	F		9	3	9	1	462
7	G		3	9	3	1	438
8	H		3	3	9	1	342
9	I		3	3	3	3	300
10	J		3	1	9	1	276
11	K		3	1	9	1	276
12	L		1	1	9	1	236
13	M		3	1	3	1	174
14	N		3	1	3	1	174
15	O		3	1	3	1	174
16							
Weighting:			High - 9	Medium - 3	Low - 1		
Criteria A Objective Plan (20%):			9 - definition	3 - definition	1 - definition		

# Program Management as a Discipline

- Most Important Lesson Learned:

*In the classic matrix-driven organization, the high-performance program manager must view themselves as being empowered for their program and by their management to act as “the boss.”*